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United Nations Volunteers

United Nations Volunteers

Report of the Administrator

Summary

This report for the 2014-2015 biennium presents the results and achievements of the United Nations Volunteers (UNV) programme in implementing its Strategic Framework, 2014-2017. It also represents the midterm review of the Strategic Framework, reflecting on progress, challenges, opportunities and how UNV is looking to the future. This report is structured using the UNV Integrated Results and Resources Matrix, 2014-2017, in accordance with Executive Board decision 2014/13. The following annexes are posted on the Executive Board website: (a) UN Volunteer statistics; (b) financial statements; (c) Integrated Results and Resources Matrix reporting and midterm adjustments; and (d) a discussion paper on volunteerism and the 2030 Agenda for Sustainable Development. This report can be read in conjunction with the UNV annual reports for 2014 and 2015, which highlight specific elements of UNV results.

Elements of a decision

The Executive Board may wish to: (a) take note of the results-oriented biennial report of the Administrator; (b) express appreciation to all UN Volunteers and UN Online Volunteers mobilized by UNV for their outstanding contributions to peace and to development globally during the 2014-2015 biennium, especially the 83 per cent of UN Volunteers from countries of the global South, who represent a significant South-South contribution; (c) commend UNV for the midterm results and achievements of its Strategic Framework, 2014-2017; (d) welcome UNV support to programme countries and United Nations organizations in their efforts towards peace and development through the integration of volunteers and volunteerism; (e) request that UNV build on the progress made in pursuing forward-looking, innovative and South-South-focused approaches and partnerships to developing volunteer solutions for sustainable development challenges in the 2030 Agenda for Sustainable Development, including collaboration with non-traditional partners such as academia, civil society, the private sector and others; (f) commend UNV for its active involvement in the development of the 2030 Agenda and in particular welcome the role of UNV in the implementation of the plan of action to integrate volunteering into peace and development policies and programmes for the next decade and beyond, in line with General Assembly resolution 70/129 of 17 December 2015; (g) request UNV to establish a consultative mechanism for Member States on the plan

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of action to ensure that the efforts of multiple stakeholders are leveraged for more people to use volunteerism as a vehicle to engage in implementing the Sustainable Development Goals; (h) welcome the UNV approach at midterm of maintaining an ambitious approach to strategic targets, noting that although full achievement across all result targets represents a significant challenge, these elevated targets continue to strategically orient UNV and are critical to both the development impact and financial sustainability of UNV in the long term; (i) note the UNV midterm financial analysis and results for 2014-2015, specifically the importance of regular resources, provided by Members States to UNV through UNDP, to the UNV operational base to deliver its core mandate; (j) reaffirm the crucial role of the Special Voluntary Fund as an indispensable component of UNV resources, providing seed funding for innovative projects, and call upon all development partners in a position to do so to contribute to the Fund; and (k) call upon UNDP to continue to provide to UNV all necessary administrative, financial and legal support to deliver on its mandate.

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1. Statistical overview of UN Volunteers
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I. Introduction

1. This report for the 2014-2015 biennium presents the results and achievements of UNV in implementing its Strategic Framework, 2014-2017. It also represents the midterm review of the Strategic Framework, reflecting on progress, challenges, opportunities and the future outlook of UNV. Structured using the Integrated Results and Resources Matrix, 2014-2017, in accordance with Executive Board decision 2014/13, this report demonstrates a shift towards stronger results orientation and accountability for UNV.

2. Across the globe, the growing needs of expanding, younger societies have met with responses conditioned by the global economic crisis. Events during 2014-2015 such as the protracted Syrian crisis and outbreak of Ebola virus disease demonstrated the fragility of development gains and the need for resilience at individual, community, national and global levels. Growing disparities and inequalities have given rise to a new phenomenon of fragile communities, even in countries that traditionally have been stable. During this time, actors from around the world, from different perspectives and contexts, were engaging in processes – including the post-2015 debate – that led to a tectonic shift in the development landscape.

3. The 2030 Agenda for Sustainable Development and the new development landscape will shape the strategic direction of UNV. The recognition in the 2030 Agenda of the need to engage all available resources, and its acknowledgment of the universal nature of development challenges – and solutions – has confirmed the relevance of volunteers and volunteerism. The revitalized desire for people's increased participation in development is central to the UNV mandate, as volunteers and volunteerism play an integral role in enabling people to have a voice and unleash their creative capacity.

4. In 2014-2015, increasing numbers of UN Volunteers and UN Online Volunteers were at the forefront of peace and development around the world. Through five global programmes, volunteerism is demonstrating its potential for transformative impacts, with 30 new-generation, country-based joint United Nations programmes and projects. Engaging global citizens, UNV is transforming the UN Volunteer experience and maximizing personal and professional growth, while valuing the contributions made by volunteers to the efficiency and effectiveness of the United Nations.

5. During the biennium, UNV successfully promoted the role and contribution of volunteers and volunteerism to development, specifically in the lead-up to the adoption of the 2030 Agenda. UNV supported a broad network of international volunteer-sending and volunteer-involving organizations to engage in the intergovernmental debate on the Sustainable Development Goals. UNV advocated with governments, civil society, the private sector and other partners for the recognition of volunteerism as a crucial mechanism for national and local engagement of people in development. It mobilized its network of volunteer groups and civil society partners to support the 'MY World' campaign. The United Nations Millennium Campaign estimated that at least half of the nearly 10 million responses were generated by volunteers who ensured outreach, often in remote regions. This partnership and advocacy work resulted in recognition in United Nations and intergovernmental processes that volunteers and volunteerism are powerful and cross-cutting means of implementing the 2030 Agenda. UNV delivered the second 'State of the World's Volunteerism' report, focused on the impact of volunteerism and contribution of volunteers to transforming governance. The report showcased UNV as a thought leader in the area of volunteerism for peace and development.

6. Financially, the total value of services provided by UNV for the biennium, directly and through United Nations partners, was $402 million. Donors contributed $32.5 million to UNV direct programme activities; contributions to the UNV Special

Voluntary Fund, crucial for continued innovation, were 11 per cent lower than in the previous biennium.

7. While delivering these key results despite volatility in its resource base, a reduction in its core funding and a challenging and evolving development landscape, UNV has focused on making positive internal changes. It has reshaped much of its strategic thinking and policies, strengthened internal governance, pursued a stronger result orientation and deployed new partner engagement strategies, focused on South-South cooperation and stronger partnerships with Member States and United Nations agencies. In reorienting towards its partners and clients, UNV implemented a new partnership strategy aimed at diversifying the partner base, including corporate sector collaboration. At midterm, UNV is focused on continuing to adapt to be fit for the purpose of maximizing volunteer opportunities within the United Nations system, and delivering volunteer and volunteerism solutions for the 2030 Agenda.

II. Strategic Framework, 2014-2017: midterm results and achievements

8. Through the Integrated Results and Resources Matrix, UNV is able to deliver a step-change in how it systematically measures programme and institutional performance against midterm milestone targets. The UNV programme outcome and output performance for 2014-2015 was as follows:

(a) 11 indicators rated as meeting/exceeding expectations, green (performance is within 5 per cent, or above, milestone target);

(b) 6 indicators rated as below expectations, yellow (performance is more than 5 per cent below the milestone target);

(c) 2 indicators for which midterm data are unavailable, grey.

With nearly two thirds of the active indicators (11 of 17) meeting or exceeding performance, UNV has delivered a significant, positive base of results at midterm. Annex 3 provides further data on the indicator baselines, targets and performance, in accordance with the Integrated Results and Resources Matrix.

A. Outcome 1. United Nations entities are more effective in delivering their results by integrating high-quality and well-supported UN Volunteers and volunteerism in their programmes.

Outcome performance		Indicator performance against midterm milestones	
1.1	United Nations partners reporting an effective contribution by UN Volunteers and volunteerism	Not available[1]	
1.2	Beneficiaries positively impacted by UNV	96%	

9. Deploying global citizens as UN Volunteers and effectively integrating volunteerism in United Nations system programming relied largely on strong relationships between UNV and its United Nations partners. In 2014, 69 per cent of these partners reported that UN Volunteers and volunteerism had made an effective contribution to their programme delivery. UNV has pursued continuous dialogue

[1] A 2014 survey set a baseline of 69 per cent; the results of a 2016 survey will be reported in the next biennial report.

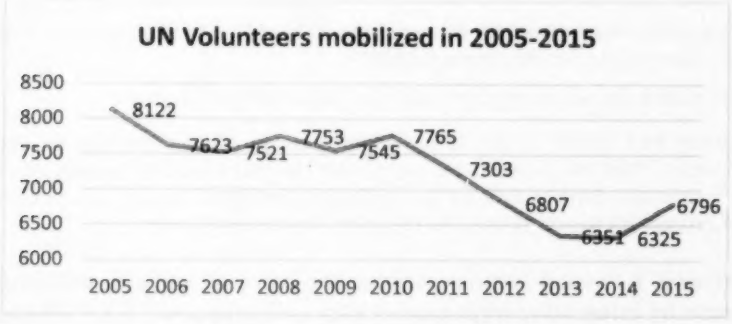
with United Nations partners at field and headquarters levels, as part of its drive to improve its impact within the United Nations system. The number of beneficiaries positively impacted by UNV reached 5.7 million, 96 per cent of the midterm target.

Output 1.1. Improved UN Volunteer mobilization by better forecasting of partner United Nations entity needs, and better delivery through responsive and innovative UN Volunteer solutions.

	Output performance	Indicator performance against midterm milestones	
1.1.1	UN Volunteers mobilized	85%	
1.1.2	UN Online Volunteers mobilized	69%	
1.1.3	United Nations entities with innovative, needs-driven programmatic agreements for the mobilization of UN Volunteers	67%	
1.1.4	UN Volunteer modalities and initiatives	100%	

UN Volunteer mobilization

10. Mobilization of UN Volunteers in support of the United Nations system's country-level activities was a key success for UNV during 2014-2015. For the first time since 2010, in 2015 there was an increase in the annual number of UN Volunteers mobilized, to 6,796.[2]



11. The average age of a UN Volunteer (in 2015) was 37 years, with 12 years of professional experience. The proportion of UN Volunteers under the age of 30 increased from 14 per cent in 2013 to 23 per cent in 2015, and 6 per cent were specifically contracted through the youth volunteer modality. The gender ratio of female UN Volunteers improved from 40 per cent in 2013 to 43 per cent in 2015. A notable change came in non-family duty stations, where the gender ratio increased from 30 to 37 per cent female in the same period. UNV has explicitly sought out and submitted highly qualified female candidates to United Nations partners for selection, particularly for peacekeeping missions, which have traditionally been male-dominated. Some 83 per cent of all UN Volunteers, and 58 per cent of all international UN Volunteers, are from the global South. The latter figure represents a major contribution by UNV to South-South cooperation, bringing people from the South together to find solutions to development challenges through exchange and transfer of skills, knowledge and good practices.

[2] Also see annex 1.

12. One of the most important trends for UNV during 2014-2015 has been the increased demand for national UN Volunteers, with their proportion increasing from 28 per cent in 2013 to 34 per cent in 2015. This contributed to heightened national ownership and enhanced capacities. UNV forecasts further growth in numbers and is repositioning the national volunteer modality to ensure that it continues to support national capacity development.

13. UN Volunteers were on the frontline of the emergency response efforts of United Nations partners in 2014-2015, including the outbreak of Ebola virus disease in West Africa, Typhoon Haiyan in the Philippines and the earthquake in Nepal. UN Volunteers fighting Ebola in Guinea, Liberia and Sierra Leone demonstrated the dedication of volunteers to deliver in very challenging environments. Over 70 UN Volunteers served with the United Nations Mission for Ebola Emergency Response, and UN Volunteers recruited by UNDP traced patients, built capacity on prevention measures and sensitization, and coordinated food distribution. With the World Food Programme (WFP), UN Volunteers played a crucial role in reaching over 600,000 affected people in Sierra Leone, and mobilized community and youth volunteers to fight the epidemic. In Guinea, UN Volunteers mobilized over 2,500 local youth volunteers in partnership with youth organizations to carry out sensitization campaigns.

14. The increase in the number of UN Volunteers in 2015 to 6,796 represents 85 per cent of the midterm target of 8,000, which was not achieved due to lower than anticipated demand from United Nations partners. UNV is primarily a service provider for United Nations partners and volunteer numbers changed as trends in official development assistance changed.

15. In response to this trend, UNV launching a UN Volunteer mobilization and management strategy in late 2015. The strategy outlines actions required to increase volunteer numbers, including enhancing the UNV field presence, developing enhanced partnership tools and improving marketing. UNV is engaging United Nations partners in examining how volunteers and volunteerism can support implementation of the 2030 Agenda, as well as how volunteers can better be leveraged in humanitarian response and recovery, through stand-by and rapid deployment capacities. UNV is developing new partner and marketing approaches to engage increasing numbers of young people as UN Youth Volunteers, enhancing their participation, professional development and employability. Recognizing the need to enable partner delivery, UNV continues to review and improve the volunteer solutions and modalities offered, which now comprise international, national, youth, university youth, short-term, expatriate and UN Online Volunteers.

UN Online Volunteer mobilization

16. The UNV Online Volunteer service continued to grow, with over 480,000 registered users from around 180 countries, and to provide volunteer opportunities and volunteer services over the Internet. The number of UN Online Volunteers increased from 11,328 in 2013 to 11,800 in 2015, with the number of assignments increasing to 19,000, providing tailored and flexible solutions to 28 United Nations partners and 1,700 non-governmental organizations. Of the total, 59 per cent were female and 60 per cent were youth. Nearly 40 per cent of UN Online Volunteers were otherwise professionally engaged in the private sector and leveraging their expertise and skills for peace and development in their own time.

17. A 2014 evaluation of the service highlighted how it is expanding online volunteerism globally and broadening volunteer opportunities, particularly for people with disabilities, women and volunteers from developing countries. In 2014-2015, 2 per cent of UN Online Volunteers mobilized were people with disabilities. The evaluation highlighted that UN Online Volunteers provided technical expertise

that civil society organizations lacked and contributed to the achievement of peace and development goals. Overall, 94 per cent satisfaction was noted with online collaboration among volunteers and organizations.

18. The 11,800 UN Online Volunteers represented 69 per cent of the midterm target of 16,700. With a new marketing strategy and business plan, UNV is expanding the service beyond traditional beneficiaries and is developing a pilot for leveraging partnerships with private sector companies, together with new technology-based solutions. This will position the service as a channel for corporate social responsibility and provide new resources to beneficiary development organizations.

Output 1.2. Volunteerism is integrated within the programming of United Nations entities through the implementation of joint UNV-United Nations partner programmes/projects in four priority areas: youth; peacebuilding; basic social services; and community resilience for environment and disaster risk reduction.

	Output performance	Indicator performance against midterm milestones	
1.2.1	UNV financial volume in joint UNV-United Nations partner programmes/projects	131%	
1.2.2	Other volunteers mobilized in joint UNV-United Nations partner programmes/projects across youth, peace, basic social services and community resilience for environment and disaster risk reduction	52%	
1.2.3	Joint UNV-United Nations partner programmes/projects that integrate gender equality and empowerment of women	110%	

19. UNV established global programmes to better leverage volunteers and volunteerism in achieving results for the Sustainable Development Goal priority areas of basic social services; community resilience for environment and disaster risk reduction; peacebuilding; and youth. The Special Voluntary Fund represents the UNV investment in these programmes and associated projects, and is crucial for new partnerships to deliver relevant innovative solutions.

20. Developing a new pipeline of joint United Nations programmes and projects at country level has enabled UNV to revitalize its engagement with United Nations programming processes. It has also shaped, in consultation with governments and civil society, the role that volunteers and volunteerism can play in tackling sustainable development challenges and providing solutions. To date, 50 project concept notes have been endorsed, with $5 million from the Special Voluntary Fund invested in joint projects strategically leveraging a significant 18-fold multiplier effect, by engaging a total financial envelope of nearly $90 million in commitments from partners. It is anticipated that as these projects are implemented, United Nations partners will better recognize the value of integrating volunteers and volunteerism, and scale up and replicate accordingly.

21. The Youth Global Programme is helping young people to overcome exclusion and reduce propensity towards youth radicalization, instilling a sense of empowerment and purpose. Youth volunteerism is building personal and professional skills towards better employability. The UNV youth volunteer modality is a key part of the programme, and after it was piloted by UNFPA and the United Nations Children's Fund (UNICEF) in 2014, the Food and Agriculture Organization of the United Nations (FAO), the Office of the United Nations High Commissioner for Human Rights, UNDP and WFP followed suit. In addition, 18 joint projects have been established across Africa, Asia, Latin America and the Caribbean and the Arab States. UNV partnered with the Government of Viet Nam and the United Nations to establish the Viet Nam Volunteer Centre (VVC). This project extended the VVC volunteer network that counts 300 volunteer clubs. The VVC supported initiatives including training

in design and formulation of project proposals, negotiation skills, resource mobilization, and promotion of the Sustainable Development Goals and strengthening the capacities of volunteer leaders.

22. The Basic Social Services Global Programme mobilizes volunteers for the delivery and improvement of basic social services at national and community levels. Through the programme, UNV has strengthened partnerships with UNDP, UNFPA, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women and the Governments of India, Kenya, Pakistan and Uzbekistan, among others. UNV is working with the H4+ partnership and the Government of Kenya to achieve a sustained reduction in the country's historically high maternal mortality rate by building the capacities of health service providers in obstetric care, expanding access to services for pregnant mothers, training and supporting community health workers and care providers, and increasing accessibility of sexual and reproductive health information. With its unique ability to mobilize large numbers of community volunteers and link them to the United Nations system through UN Volunteers, UNV is providing a crucial mechanism to ensure that the interventions are inclusive (by intentionally mobilizing representatives of vulnerable populations) and impactful (by targeting community champions to bring about behaviour change).

23. The Peacebuilding Global Programme is supporting United Nations efforts to sustain peace by increasing civic participation, working in particular with women and young people as agents of peace. Interventions are building on the institutional experience acquired over 20 years of partnership with the Department of Peacekeeping Operations, developing innovative initiatives in partnership with the Peacebuilding Support Office, engaging the over 3,000 UN Volunteers deployed in fragile contexts, and expanding the mobilization of national UN Volunteers in support of social cohesion and peacebuilding initiatives. Strong interest from partners has led to joint projects in Burundi, Colombia, Democratic Republic of the Congo, Guinea, Honduras, Kenya, Mali and Kosovo,[3] as well as a number of regional projects. In Mali, UNV is engaging young volunteers in building peace, social cohesion, disarmament and human rights.

24. The Community Resilience for Environment and Disaster Risk Reduction Global Programme is promoting volunteerism to facilitate sustainable development using environmentally sound practices, including indigenous or local knowledge in environmental management and disaster risk reduction. UNV has strengthened partnerships with FAO, UNDP, UNICEF and the Governments of Bolivia, Guinea Bissau, Myanmar, Nepal, the Philippines, Rwanda and Sri Lanka, among others. As UNV had a framework in place, it was able to quickly mobilize an extensive response to the earthquake which devastated Nepal in April 2015. This included 84 national volunteer civil engineers and youth volunteers who managed earthquake debris and the demolition of dangerous structures under a joint project with UNDP and the Government of Nepal. The UN Volunteers also trained 200 community workers in building assessment. These workers in turn led teams of over a dozen workers each as part of the UNDP cash-for-work scheme, thus involving thousands of people in safe demolition.

25. Baseline analysis conducted in 2013 revealed that 57,372 'other volunteers' not directly contracted by UNV were mobilized as a result of joint UNV-United Nations programmes, a key criterion of success for the integration of volunteerism in projects and programmes. Although 40,519 'other volunteers' were mobilized in 2014 and

[3] All references to Kosovo in this report should be understood to be in the context of United Nations Security Council resolution 1244 (1999).

46,263 in 2015, i.e., 52 per cent of the midterm milestone targets, UNV is analysing the credibility and reliability of the data following a change in methodology in 2014, to ensure that the data collection process is accurate.

26. UNV is following through on its commitment to gender equality and promoting the role of women as a driving force for peace and development efforts. The percentage of all joint UNV-United Nations partner programmes and projects that specifically integrate gender equality and the empowerment of women increased from 44 per cent in 2013 to 88 per cent in 2015, exceeding the milestone target by 8 per cent. All global programmes include specific outputs and indicators for gender equality and women's empowerment, and 15 per cent of resources are dedicated for this purpose. Recently, UNV introduced the gender marker system to ensure gender-responsive planning and budgeting.

Output 1.3. The UN Volunteer assignment/experience is improved through effective support, including training and learning.

	Output performance	Indicator performance against midterm milestones	
1.3.1	UN Volunteers reporting a positive volunteer experience	98%	
1.3.2	Departing UN Volunteers reporting that the assignment and learning opportunities provided are valuable for personal and professional development	99%	

27. In 2015, 92 per cent of all UN Volunteers reported a positive volunteer experience, demonstrating excellent performance close to the midterm target of 94 per cent. The 10 per cent decrease in the rate of resignation in hardship duty stations can be attributed to improved well-being of UN Volunteers. The percentage of departing UN Volunteers who reported that volunteer assignment and learning opportunities were valuable for their personal and professional development remained high at 95 per cent, representing 99 per cent performance against the midterm target.

28. These successes are partly attributable to the UN Volunteer learning strategy that was launched to strengthen capacity development and learning throughout the assignment. As part of this strategy, the Capacity Development and Learning Facility provided needs-based training to over 1,000 UN Volunteers during 2014-2015.

29. In 2015, UNV launched revised conditions of service for international United Nations Volunteers, the outcome of an exhaustive review process and extensive consultation with United Nations partners, volunteer-involving organizations and UN Volunteers. The new conditions of service better suit the changing needs of United Nations partners and UN Volunteers, while retaining UNV as an attractive modality. They have eased administration through streamlining volunteer management procedures globally, and introduced a new code of conduct. The updated benefits and entitlements also respond better to the needs of UN Volunteers in complex locations, with a new 'well-being differential' recognizing the added health, security, climate and psychological burdens of non-family duty stations.

B. Outcome 2. Countries more effectively integrate volunteerism within national frameworks, enabling better engagement of people in development processes.

	Outcome performance	Indicator performance against midterm milestones	
2.1	Average national volunteering rates	Not available[4]	
2.2	Number of countries with progress in implementing national volunteerism frameworks	103%	

30. Over 2014-2015, UNV worked with countries to increase the integration of volunteerism into national frameworks, as a means to mobilize and engage people in achieving peace and development results. The UNV convening role and partnerships with national and international volunteer-involving organizations were crucial to position volunteerism in the new development agenda. At the intergovernmental level, UNV ensured the inclusion of volunteer groups in the Sustainable Development Goals outcome document.[5] This inclusion enables integration of volunteer groups into national-level framework consultations.

31. An important achievement of UNV in 2014-2015 has been delivering on its role as a capacity development agent, with a strong South-South and triangular cooperation focus. UNV has strengthened partnerships with regional organizations, including the Economic Community of West African States (ECOWAS) and the African Union Commission, to develop joint projects which mobilize South-South volunteers. With 83 per cent of UN Volunteers from countries of the global South, UNV is one of the largest expressions of South-South cooperation within the United Nations system. UNV further deepened its South-South engagement by co-hosting in 2015 the International Volunteer Service Exchange Conference with the Beijing Volunteer Service Federation in China, with over 18 Member States participating. Subsequently, a new platform was created for South-South knowledge-sharing and information exchange on volunteerism among middle-income countries. The conference resulted in an agreement to deploy joint humanitarian response teams of volunteers from the South in the South. Furthermore, UNV created triangular and South-South cooperation with China and Hong Kong Special Administrative Region (SAR) of China through their funding of fully-funded UN Volunteers to be deployed in the global South.

Output 2.1. Knowledge based on the value/contribution of volunteerism to peace and development results is expanded.

	Output performance	Indicator performance against midterm milestones	
2.1.1	'State of the World's Volunteerism' reports published	100%	
2.1.2	UNV-supported studies on volunteerism in peace and development	123%	

32. In 2015, UNV produced a second 'State of the World's Volunteerism' report, this time delivering a unique focus on 'transforming governance', a global review of the

[4] Outcome indicator 2.1 had methodology challenges, as further outlined in annex 3.
[5] A/70/L.1.

role of volunteerism in improving the way citizens are governed and engaged. The report was launched in New York, Nairobi, New Delhi, Bahrain, Tokyo and Panama City. It provides evidence from around the world on how formal and informal volunteers engage with governance actors to strengthen participation, accountability and responsiveness to contribute to peace and development efforts. The report contributed to the positioning of UNV and provided UNV with an advocacy and partnership-building tool.

33. UNV enhanced and deepened engagement with academia, research institutions, civil society and volunteerism experts and researchers. UNV coordinated events in Washington, D.C. and Nairobi in 2014-2015, bringing together around 80 stakeholders to explore how to measure volunteerism within the context of the Sustainable Development Goals. The events fed into the workshop, 'Strategic Directions for Global Research on Volunteering for Sustainable Development 2015-2030', attended by some 70 stakeholders in Bonn. These engagements promote a global volunteerism research agenda, which includes: (a) publication of further 'State of the World's Volunteerism' reports; (b) jointly addressing the evidence-based research gaps on volunteerism's critical role in peace, development and the sustainable development framework; and (c) substantiating advocacy for relevant policy reforms and long-term development impact.

34. UNV contributed to 16 studies on volunteerism, including country-specific research in partnership with volunteer-involving organizations, academia, governments and the private sector. In Peru, UNV supported a workshop on 'Participatory Methodology for Assessing the Contribution of Volunteering to Development', which is known as the 'V-methodology' (pioneered by UNV). This workshop and subsequent research produced evidence of the contribution of volunteering infrastructure to development and helped to strengthen regional networks. In Sri Lanka, the V-methodology workshop on youth volunteerism contributed to the larger research and advocacy agenda as part of the World Youth Conference 2014.

Output 2.2. Increased capacities of countries (governments, civil society and volunteer-involving organizations) to foster volunteer engagement at the national and global levels.

	Output performance	Indicator performance against midterm milestones	
2.2.1	General Assembly resolutions that reference the value/contribution of volunteerism	150%	●
2.2.2	Volunteer-involving organizations partnering with UNV	99%	●

35. UNV support was instrumental for convening and facilitating the engagement of international and national volunteer-involving organizations in the post-2015 development process, including national dialogues and key United Nations consultations on the 2030 Agenda. UNV played a significant role in integrating volunteerism in over 30 country reports on post-2015 national consultations. At the global level, with the support of UNV, the Post-2015 Volunteering Group positioned volunteerism in the new development agenda.

36. The plan of action to integrate volunteering into peace and development policies and programmes for the next decade and beyond, approved by the General Assembly in resolution 70/129 of 17 December 2015, was a significant intergovernmental agreement for volunteerism and development. The plan of action was developed by UNV in consultation with a wide range of stakeholders. It sets out the global actions

to be taken for integrating volunteering in peace and development from 2016 to 2025 (see chapter IV).

37. UNV actively sought stronger collaboration with the private sector to engage in corporate volunteering. Combining capacities, innovation skills and technological know-how from the business community with volunteerism will accelerate and improve the delivery of the United Nations system for the 2030 Agenda. On International Volunteer Day 2014, UNV joined in announcing a new collaboration with the private sector, called IMPACT 2030. This is a global coalition of private sector leaders and other stakeholders interested in expanding corporate and employee volunteering activities, in support of the achievement of the Sustainable Development Goals. UNV is already engaging the private sector with its online volunteering service, and will expand partnerships further in 2016-2017 to leverage its unique position between the 'supply' of experienced, technically adept expertise (private sector corporate volunteers) and the 'demand' for innovative solutions to development challenges (from the United Nations system for projects in programme countries).

Output 2.3. Volunteering schemes established or strengthened at the national and regional level.

Output performance		Indicator performance against midterm milestones	
2.3.1	National/regional volunteering schemes, supported by UNV	67%	
2.3.2	Volunteers mobilized through national/regional volunteering schemes, supported by UNV	27%	

38. A 2014 evaluation demonstrated that UNV successfully supported volunteer infrastructures in Member States, particularly through developing and enhancing national volunteer schemes, networks of volunteers, coordinating bodies and the capacity of volunteers. Subsequently, a Volunteer Infrastructure Global Programme was launched at the end of 2015, which extends assistance to the initiation and strengthening of national and subnational volunteer schemes. UNV supported 12 national and regional volunteer infrastructure schemes in 2015, meeting 67 per cent of the midterm target and setting this up as a major growth areas for 2016-2017.

39. The technical and operational support provided by UNV to the ECOWAS Volunteer Programme is an apt example of its volunteer infrastructure work. By the end of 2015, 76 youth volunteers aged 18-35 years from 11 ECOWAS Member States were deployed in Guinea and Sierra Leone to serve as volunteer secondary-school teachers, nurses, midwives, physicians and youth mobilization specialists. An independent evaluation indicated that the programme has contributed to decreasing teen pregnancies, improved spacing of births, decreasing maternal mortality rates, improving national examination success rates and significantly bolstering national capacity-building. This project enabled countries in the region to meet basic social service needs and also helped to limit the negative consequences of conflict and economic deprivation by fostering dialogue and cooperation in the region.

40. Volunteer infrastructure projects that intersected with youth volunteerism were also implemented by UNV in 2014-2015. In Togo, 5,000 volunteers funded by the Government were placed with civil society and government organizations in rural areas, creating greater social cohesion, improving social service provision to marginalized groups and enhancing the employability of recently graduated youth. In Sri Lanka, youth volunteering contributed significantly to peace and development while enabling youth to become active leaders and citizens and providing professional skills. The Sri Lankan 'V-Awards' celebrated and honoured volunteers who make

extraordinary contributions to society and inspired others to volunteer. The Volunteer Task Force (V-Force), a UNV initiative that brings together everyone who has a passion for volunteering in Sri Lanka, reached the milestone of 5,000 people registered and 1,000 mobilized.

C. Institutional effectiveness: UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel.

41. UNV operationalized its institutional effectiveness across seven pillars, within which indicator baselines and targets were established and delivered upon (see annex 3). This section presents results across four major areas of focus in UNV institutional effectiveness during 2014-2015.

Strategic reorientation, internal alignment and strengthened results-based management

42. The launch of the Strategic Framework, 2014-2017 represented the first step in an evolution in UNV strategic thinking, results and orientation. In order to implement and operationalize the Strategic Framework and Integrated Results and Resources Matrix, comprehensive substrategies and policies were developed, consulted upon and launched in 2014 and 2015. Programmatically, this comprised 11 projects, programmes and/or strategies, including the UN volunteer mobilization and management strategy, five global programmes and the UN Volunteer learning strategy. Institutionally, this comprised an additional seven strategic documents, including strategies for an integrated budget, human resources, communications, partnerships and information and communications technology (ICT). UNV adopted a new corporate planning process similar to that of UNDP, culminating in organizational annual business plans for 2014 and 2015. This led to a harmonized alignment of long-term organizational strategic goals to individual annual performance measures.

43. This process of strategic reorientation will be a major time and human resource investment for the years ahead, beyond the current Strategic Framework period. To date, it has enabled more focused and better planning, monitoring and results reporting, and led to the realization that UNV internal governance and decision-making processes required alignment, adjustment and/or streamlining, a change process initiated in 2014 and implemented in 2015. This aligned the internal management structures more coherently to the results structure of the organization. Change management processes were also undertaken during 2014-2015 for the Volunteer Knowledge and Innovation Section, Partnerships Section, Results Management Support Section and Programme Coordination Section, accompanied by deployment of new regional offices and field unit consolidation and strengthening, all of which demonstrated internal adjustment to emerging organizational priorities.

44. Underpinning much of above, UNV embarked upon a results-based management strengthening exercise, supported by the Government of Germany. In 2015, a comprehensive assessment of UNV results-based management was undertaken. Accordingly, the percentage of UNV projects and programmes fully complying with standard UNDP monitoring procedures increased to 60 per cent by 2015, up from 21 per cent in 2013, and the implementation rate of UNV evaluation management responses improved. Corporate evaluations undertaken during 2014-2015 covered online volunteering, volunteer infrastructure and UNV engagement in the post-2015 process. In the last two years of the Strategic Framework period, UNV will conduct further evaluations and strategic reviews to inform the development of the next Strategic Framework, 2018-2021.

Enhanced partnerships and communications

45. During 2014-2015, UNV redirected strategically towards partnerships with Member States, United Nations partners, the corporate sector, civil society and foundations. In 2014, it undertook a partnership survey to inform the first-ever partnership strategy for UNV. In October 2014, it convened its first Partnership Forum under the theme 'Innovation in Volunteer Action', bringing together over 100 partners to discuss new projects and services under the Strategic Framework. In 2013, resource mobilization targets were met, and in 2014 targets were missed by 10 per cent. However, for 2015, due to a general negative donor environment, exchange rate fluctuations and reprioritization of several major funding partners, the target was missed by $10.3 million (42 per cent). In 2016, UNV is conducting a second survey and Partnership Forum to continue efforts to broaden its donor base, especially targeting emerging and non-traditional partners.

46. Full funding of UN Volunteer assignments by development partners, especially governments, is a major source of programmatic funds for UNV. During the biennium, UNV had full-funding partnerships with the Governments of Belgium, Brazil, Czech Republic, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Luxembourg, Norway, Republic of Korea, Spain, Sweden, Switzerland and Hong Kong SAR. Contributions to the Full Funding Programme amounted to $10.6 million in 2014 and $8.2 million in 2015. The number of fully-funded UN Volunteer assignments remained relatively stable at almost 500 per annum. An independent review by the Government of Switzerland in 2014 demonstrated that two years after their assignments, more than 30 per cent of former UN Volunteers were working within the United Nations system. UNV has specifically built new full-funding partnerships, for example creating triangular and South-South cooperation with China and Hong Kong SAR. Building on the successful implementation of the fully-funded United Nations University volunteer scheme with long-standing partners like the Governments of Japan and Spain, new partnerships have been established with the Governments of the Republic of Korea and Hong Kong SAR.

47. Contributions to the Special Voluntary Fund, critical for continued innovation in integrating volunteers and volunteering with United Nations partners through seed funding, and for the production of norm-setting knowledge products, declined by 11 per cent in the 2014-2015 biennium. UNV has Special Voluntary Fund partnerships with the Governments of Bahrain, Bangladesh, Bhutan, Czech Republic, China, Germany, India, Ireland, Israel, Lao People's Democratic Republic, Morocco, Switzerland, Sweden and Thailand. Additional strategic partnerships also delivered important resources beyond the Special Voluntary Fund, which allowed UNV to innovate and take proven innovations to scale. Highlights of such initiatives include: the Beijing Volunteer Service Federation's support for the International Volunteer Service Exchange Conference; the Government of Germany's support to a joint youth programme in Mali and online volunteering; and the Government of Japan's partnership on human resource development for peacebuilding and support provided to UNV through the Fifth Tokyo International Conference on African Development for work with the African Union on youth initiatives.

48. Through its strategic communication initiatives at headquarters, regional and field levels, UNV targeted an increasing number of stakeholders to further position UNV and volunteerism. UNV social media channel and website 'hits' exceeded Strategic Framework targets, reaching over 4 million followers. Conventional media coverage, including television/print interviews and web articles, also increased due to strategic investments in communications and partnerships around the launch of the 'State of the World's Volunteerism' report 2015, the new UNV brand and International Volunteer Day, which was observed by and in cooperation with UNV in over 80 countries around the world in 2014 and 2015. In 2015, 112,000 volunteers shared their stories on the website volunteeractioncounts.org.

Better UN Volunteer management processes, policies and systems

49. The proportion of UN Volunteer candidates (excluding fully-funded volunteers) accepted by United Nations partners at first submission increased, meeting the Strategic Framework target. The average time for UNV to deploy a UN Volunteer upon confirmation from the partner decreased from 50 to 48 days, a marginal 4 per cent improvement. The efficiency and effectiveness of volunteer management processes is being improved by a comprehensive overhaul of the deployment 'cycle'; specifically in 2015, new standard operating procedures for deploying national UN Volunteers have leveraged efficiencies. UNV is investing in ICT tools which will reduce processing time and enhance transparency and accountability, while generating greater efficiency through decentralized functionality.

Improved human resources and operations

50. In 2015, UNV launched a new human resources strategy that redefined the term, 'UNV personnel' to mean both UNV staff and UN Volunteers serving in UNV field units and regional offices, working towards UNV-specific results. In line with this redefinition, UNV is changing to provide the same opportunities and support to all UNV personnel. A key strategic shift articulated in the strategy is transforming UNV from a headquarters-based to a global organization with enhanced presence at regional and country levels. A major step for UNV in 2014-2015 was the establishment of four regional offices – in Nairobi, Dakar, Panama City and Bangkok – to strengthen its capacity at the regional level and provide UNV field units with business intelligence, programme advisory and partnership capacities. As a result, just over half of UNV personnel are now located at the country level. The regional offices play a crucial role in bringing capacity closer to United Nations partners and supporting field units in programming and partnership-building. In addition, UNV is now implementing an enhanced field presence plan which will consolidate and strengthen its field capacity based upon needs and potential at country level.

51. Gender balance across UNV personnel remains a priority; 60 per cent of personnel are female, and female representation at senior management level (P5 and above) increased significantly to 54 per cent, up from 38 per cent in 2013. Operationally, UNV has delivered better effectiveness and efficiencies. UNV approved an ICT investment plan that enhances functionality for the network of field units and strengthens internal management processes.

III. Financial analysis and results[6]

Strategic objectives and budget assumptions

52. In delivering results under the Strategic Framework, UNV created a budget strategy for 2014-2017, with the specific objectives of ensuring that:

(a) resources are focused on investments, to realize Strategic Framework goals;
(b) financial sustainability is reached, in an environment of declining regular resources;
(c) the organization becomes more responsive to financial challenges, with improved oversight and management of financial risks.

53. To deliver this, the budget strategy made several assumptions on the sources and levels of UNV income: (a) regular resources provided by Member States to UNV through UNDP were expected to retrench in 2013-2015, but stabilize in 2016 to a net

[6] Also refer to annex 2.

budget value of $10.7 million; (b) income received from volunteer mobilization and management would grow at 12 per cent per year; and (c) resource mobilization for projects and programmes would increase to $24.3 million per annum in 2015.

Financial performance and sustainability initiatives

54. In 2014-2015, UNV adopted an investment stance to promote innovation, new functionality, new products and decentralization. UNV also introduced an integrated budget (following Executive Board decision 2013/28) and improved cost recovery for the services it provides. Specifically, it undertook a major analysis of the costs of mobilizing and managing UN Volunteers, and is presently working with United Nations partners to review the implications. Notwithstanding these initiatives, net regular resources declined to less than $10 million per annum, 8 per cent less than planned. Regular resources now constitute only one third of the UNV operating budget, down from 47 per cent in 2013. In deploying its regular resources, UNV maintained the minimum field presence of 60 field units (in accordance with previous decisions of the Executive Board/UNDP Governing Council), since this is essential for UNV to mobilize and manage UN Volunteers in support of United Nations partner activities on the ground. Additionally, key headquarters management positions necessary for UNV to manage its corporate accountability framework and provide essential corporate support services are funded by regular resources. In short, regular resources are critical for maintaining a minimum operational base for UNV to deliver on its core mandate.

55. Although 2015 saw an increase in volunteer numbers, the midterm growth target was not reached. Net resource mobilization reached $14 million in 2015, missing the target by 42 per cent. UNV addressed this overall reduced income by decreasing formal management costs by 43 per cent, primarily through appropriate charging to development effectiveness, and to a lesser extent by reducing staff at headquarters and outsourcing functionality to regional offices and field units. UNV has been utilizing its extrabudgetary reserve to continue to invest for future returns and has been leveraging its Special Voluntary Fund resources to design new products and service lines and drive efficiencies. UNV intends to emerge from this downward financial cycle a much leaner and more focused organization, with renewed efforts to tap into new non-traditional resource mobilization opportunities and a reinvigorated product line to service the needs of the United Nations system in implementing the 2030 Agenda.

IV. Midterm reflections: challenges, opportunities and looking forward

Implementing the plan of action on volunteerism approved by the General Assembly is a major opportunity for building transformational partnerships to deliver solutions.

56. The 2030 Agenda recognizes the importance of volunteers and volunteerism for implementation of the Sustainable Development Goals. In order to stimulate further thinking and discussion, UNV has developed a paper (see annex 4) on volunteerism in the 2030 Agenda, which outlines how volunteering can provide solutions to the challenges of the Sustainable Development Goals. The development of the paper was guided by the plan of action to integrate volunteering into peace and development policies and programmes for the next decade and beyond, 2016-2030, approved by the General Assembly in resolution 70/129. This plan of action represents a major opportunity for UNV. Its three strategic objectives are to: (a) strengthen people's ownership of the development agenda through broadening civic engagement; (b) integrate volunteerism into national and global implementation strategies for the Sustainable Development Goals; and (c) measure volunteerism. Strong commitment and

partnerships among governments, academia, the United Nations system, civil society, volunteer-involving organizations and private sector are crucial for successful implementation of the plan.

57. In the resolution, the Assembly called upon Member States, United Nations agencies, the private sector and other stakeholders to support and resource the plan, with UNV coordinating its implementation. UNV is well positioned to leverage the plan of action to enhance multi-stakeholder collaboration by engaging people at the local, national and global levels and from across sectors. To this end, UNV recommends a consultative mechanism for Member States as an opportune forum to ensure that such efforts by multi-stakeholder are leveraged to engage people as volunteers in implementing and monitoring the Sustainable Development Goals. UNV is seeking the Executive Board's agreement to establish such a mechanism, based upon regional representation. This would be an efficient and effective mechanism for regular consultation, providing guidance and oversight on implementation.

The strategic adjustments in UNV continue to reorient it within an evolving development landscape towards being a partner- and innovation-focused organization, poised to deliver greater results and returns in 2016-2017.

58. During the development of the Strategic Framework 2014-2017, UNV recognized the need for an organizational evolution. However, implementation has led to a strategic transformation of UNV. The level of reorientation for UNV has meant that a major focus in the first two years of the Strategic Framework period was on investing for the future. The organization invested in developing the necessary strategic foundation, including nearly 20 new strategies, streamlining processes and building internal capacities focused on the country level and towards partners, results and innovation. UNV has and will continue to enhance its innovations and strategic investments, externally through partnerships with the United Nations system and corporate sector and through South-South cooperation, and internally by bolstering field presence, enhancing partner capacities, improving efficiency and effectiveness, and rolling out ambitious results-based management investments. With 'green shoots' being seen in the 2014-2015 results, it is anticipated that UNV will see continued positive and accelerated trends in the next biennium.

UNV will maintain an ambitious outlook, especially as regards UN Volunteer mobilization and resource mobilization, both vital to the development impact and financial sustainability of UNV in the long term.

59. Notwithstanding the midterm achievements and results, a number of areas of improvement remain for UNV. Among them are learning from the 6 of 17 programme performance indicator targets which were below expectations at midterm. Two critical indicator targets by end-2017 are: (a) 10,000 UN Volunteers mobilized per annum; and (b) $50 million in resource mobilization per annum. The organizational response to accelerate performance in these areas has been elaborated; it is important to note that given the midterm performance of each indicator, it is unlikely UNV will fully reach these two key targets. Rather than adjust the targets downwards at midterm, UNV will maintain and make concerted efforts towards these targets as they are vital to both the development impact and financial sustainability of UNV in the long term.

Implementing the Strategic Framework has been a learning process in strengthening UNV results-based management.

60. With the new Strategic Framework and Integrated Results and Resources Matrix, UNV has had to implement a step change in terms of results-based management, particularly in generating data and capturing results. UNV has steadfastly begun putting in place the systems and tools to enable programmes, projects and core functions to deliver coherently,

efficiently and effectively. The biggest challenge is to ensure that UNV is able to capture its impact in development result terms, which is a key focus of the results-based management project, as well as the result frameworks of the global programmes. Progress on this crucial shift will be better elaborated in the next Strategic Framework.

61. The focus on results has come with a strong reliance upon data, bringing to the surface numerous issues regarding data methodology. This has entailed organizational learning, and the midterm adjustments are detailed in annex 3. UNV aspires towards timely and accurate data to feed into a learning process for improved implementation. This is the first review after starting to use the Integrated Results and Resources Matrix and management by results, and it requires improvements to ensure that it fully represents the change UNV delivers and seeks to achieve.

The strategic transformation of UNV will continue as UNV develops the next Strategic Framework, 2018-2021.

62. UNV is one of the original common services to the United Nations system, providing highly motivated and skilled global citizens with an opportunity to volunteer within the United Nations system. As the United Nations development system adapts its business models to the 2030 Agenda, UNV will continue to evolve strategically. It is adapting its business lines and services to ensure that viable volunteer solutions are provided to the United Nations system and the world. Volunteers and volunteerism are uniquely placed to impact localization of the Sustainable Development Goals with community-level mobilization.

63. The UNV strategic transformation already underway, coupled with further alignment to the demands of the 2030 Agenda and supported by continued learning through evaluations and reviews, will provide critical inputs for the development of the next UNV Strategic Framework, 2018-2021.